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TABLE OF CONTENTS

| | Page |
|--|----------|
| FOREWORD | vii |
| ACRONYMS | ix |
| CHAPTER 1 | 1 |
| INTRODUCTION | 1 |
| 1.0 Preamble | 1 |
| 1.1 Rationale | 1 |
| 1.2 Vision | 2 |
| 1.3 Mission | 2 |
| 1.4 Objectives | 2 |
| CHAPTER 2 | 3 |
| AREAS OF FOCUS | 3 |
| 2.1 Mass Sports | 3 |
| 2.2 Competitive Sports | 4 |
| 2.3 Traditional Sports | 4 |
| 2.4 Youth and Sports | 4 |
| 2.5 Women and Sports | 5 |
| 2.6 People with Disabilities and Sports | 6 |
| 2.7 The Aged and Sports | 6 |
| 2.8 Private Sector and Sports | 7 |
| 2.9 Religion, Politics and Sports | 7 |
| 2.10 Motivation in Sports | 7 |
| CHAPTER 3 | 9 |
| OPPORTUNITIES AND STRATEGIES FOR SPORTS DEVELOPMENT | 9 |
| 3.1 Employment and Economic Empowerment | 9 |

| | | |
|--|---|-----------|
| 3.2 | Sports Development Plans | 10 |
| 3.3 | Investment in Sports | 10 |
| 3.4 | Safety and Security in Sports | 10 |
| 3.5 | Sports science..... | 11 |
| 3.6 | Advocacy and Education | 11 |
| CHAPTER 4 | | 13 |
| POLICY ISSUES ON SPORTS DEVELOPMENT | | 13 |
| 4.1 | Sports Funding | 13 |
| 4.2 | Sources of Funding..... | 14 |
| 4.2.1 | The Government of Kenya | 14 |
| 4.2.2 | National Sports Organizations..... | 14 |
| 4.2.3 | Private Sector and individual stakeholders..... | 14 |
| 4.3 | Tax Exemptions..... | 15 |
| 4.4 | Financial Management | 15 |
| 4.5 | Sports Facilities | 16 |
| 4.5.1 | The Government..... | 16 |
| 4.5.2 | Local Authorities..... | 16 |
| 4.5.3 | Schools, Colleges and Universities | 17 |
| 4.5.4 | Private Sports Clubs | 17 |
| 4.5.5 | Sports Organizations | 17 |
| 4.6 | Sports Goods and Equipment | 17 |
| 4.7 | Sports Marketing..... | 18 |
| 4.8 | Athletes' Career, Education and Job Placement..... | 18 |
| 4.9 | Professional Sports..... | 19 |
| 4.10 | National Sports Institute | 19 |
| 4.11 | Legal Framework | 23 |
| 4.11.1 | Registration and Affiliation..... | 23 |
| 4.11.2 | Arbitration in Sports | 23 |
| 4.11.3 | Code of Conduct for Sports People | 24 |
| 4.11.4 | Eligibility to hold an elective office in a sports organization | 24 |
| CHAPTER 5 | | 25 |
| POLICY IMPLEMENTATION | | 25 |

| | | |
|------------|--|-----------|
| 5.2 | Department of Sports..... | 26 |
| 5.3 | The Kenya National Sports Council..... | 28 |
| 5.4 | Sports Stadia Management Board (S.S.M.B)..... | 30 |
| 5.5 | Management of Sports Organizations..... | 32 |
| 5.6 | Inter-sectoral Collaboration..... | 33 |
| | ANNEX 1: Members of the Sessional Paper preparation team..... | 35 |

FOREWORD

The Government recognizes the importance of sports in building capacities both in individuals and communities that enable them participate effectively in socio-economic development. Engagement in sports is essential for nurturing and sustaining good health. It plays a key role in creating opportunities for individuals and communities to play and work together, thus creating a cohesive society that is an essential base for a strong and prosperous nation. The Sessional Paper No. 3 of 2005 on the Kenya National Sports Policy (K.N.S.P.) presents a framework on which sustainable growth and development of sports in Kenya will be based.

The Sessional Paper provides policy guidance on sports growth and development through application of a holistic approach to mutually agreeable operational principles, administrative practices and resource utilization procedures among all organizations involved in sports activities.

The document is a product of a participatory process involving broad consultations with all stakeholders in sports. It is envisaged that stakeholders: public and private sectors, donors, NGO's, local communities and individuals will forge partnerships to support the development of sports in Kenya.

It is the intention of the Government to mainstream sports into all spheres of national development. An effective mechanism will be put in place to continuously monitor and evaluate implementation of the Kenya National Sports Policy (2002) in order to facilitate continuous development, adaptation, revision and improvement of sports in the country.


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MINISTER FOR GENDER, SPORTS, CULTURE & SOCIAL SERVICES

ACRONYMS

| | |
|------------------------------------|--|
| Athletes | - Sportsmen and Sportswomen taking part in any Sport |
| Continental bodies | - Sports Organizations that run particular sports in the continent |
| CCK | - Communications Commission of Kenya |
| International Sports Organizations | - International Sports Organizations that control particular sports worldwide |
| KNSC. | - Kenya National Sports Council |
| KNSI | - Kenya National Sports Institute |
| KNSP | - Kenya National Sports Policy |
| MISC | - Moi International Sports Centre |
| NOCK | - National Olympic Committee of Kenya |
| PE | - Physical Education. |
| Recreation | - A guided process of voluntary participation in physical activity which provides enjoyment, improvement of general health, wellbeing and the skills of the individual |
| Regional Sports bodies | - Sports Organizations which manage a particular sport in a region |
| SCSA | - Supreme Council for Sports in Africa |
| Senior citizens | - old or retired people of fifty years of age and over |
| Sports Administrators | - Sports Officers, officials of Sports Organizations and team officials |
| Sports Medical Personnel | - Sports Doctors, Pharmacists, Nurses Physiotherapists and Psychologists |

Sessional Paper on Sports Development

- | | |
|----------------------------|---|
| Sports Organizations | - sports Associations, Federations, Councils, Boards, Unions, committees |
| Sports Technical Personnel | - Coaches, Trainers, Referees and umpires |
| SSMB | - Sports Stadia Management Board |
| Talent development centres | - Sports Academies |
| Veterans | - Athletes who have retired from active participation in competitive sports |
| Youth | - Persons below thirty years of age |
| Zonal sports bodies | - Sports Zones as stipulated by the Supreme Council in Africa (SCSA) |

CHAPTER 1

INTRODUCTION

1.0 Preamble

Kenya is known worldwide as a powerhouse in sports. Despite this fact, for the more than 50 years that Kenya has participated in sports as a nation, there has been no sports policy in place. However, this has not impeded our athletes' individual and collective effort in excelling.

The need for the policy arose from the Government's realization that, sports development issues have not been adequately articulated in the various national development strategies and programs. This policy, therefore, intends to support the foundation of success which has been attained by our athletes and seeks to establish ways and means of sustaining and developing it further.

1.1 Rationale

The Sessional Paper on Sports Development in Kenya provides a framework for the operationalization of sports mainstreaming in policy, planning, programming and human relations in Kenya. The framework is elaborated in the Kenya National Sports Policy (KNSP) 2002. The policy framework is intended to:

- 1.1.1 streamline and harmonize all aspects of sports.
 - 1.1.2 act as the overall reference and guideline document in sports.
 - 1.1.3 ensure that the country keeps up with the fast evolving sports performance standards and stiff competition globally.
 - 1.1.4 outline procedures in planning, organization, participation and management of sports.
 - 1.1.5 enhance the health and fitness of all citizens.
 - 1.1.6 serve as a vehicle for promoting national image, international co-operation and friendship.
 - 1.1.7 raise the profile of sports as a major industry.
-

1.2 Vision-

To be the leader in the promotion of sports for all.

1.3 Mission

To mobilize, sensitise, and provide direction for Kenyans to participate in sports for recreation, good health, competition, career development and as an industry.

1.4 Objectives

- 1.4.1 Promotion and development of all sports in Kenya.
- 1.4.2 Promotion of good management and governance in sports.
- 1.4.3 Provide an avenue for career development.
- 1.4.4 Advocacy for recognition of sports as an industry.
- 1.4.5 Enhancement of national unity and promotion of international cooperation through sports.
- 1.4.6 Overall regulation and coordination of all sports in the country.

CHAPTER 2

AREAS OF FOCUS

2.0 This policy covers the following:

- ◆ Mass sports
- ◆ Competitive sports
- ◆ Traditional sports
- ◆ Youth and sports
- ◆ Women and sports
- ◆ People with disabilities and sports
- ◆ Private sector and sports
- ◆ Religion, politics and sports
- ◆ Motivation in sports

2.1 *Mass Sports*

Mass sports refer to sports for all. It forms a base for competitive sport because talent can easily be identified and nurtured. It is also crucial for physical, social and emotional development of the individual. Through mass sports important virtues such as punctuality, honesty, tolerance, hygiene, courage, self-confidence, fair play and team work are developed.

To promote mass sport, the Government shall:

- 2.1.1 Encourage provision of the necessary resources while ensuring optimal utilization of the existing ones.
- 2.1.2 Sensitize and educate the community on the role of sports in health and other areas of national development.
- 2.1.3 Encourage Institutions of learning, public and private sectors to organize regular sports, physical activities, exercises, recreational sports and competitions.
- 2.1.4 Encourage Kenyans to participate actively in physical and recreational activities.

2.2 *Competitive Sports*

From time immemorial, individuals have had a natural desire to compete against others as proof of excellence. To ensure that only the best are selected, there is need for intensive training and application of stringent management practices. This shall be done through:

- 2.2.1 provision of sports facilities and personnel.
- 2.2.2 classification of participants into various categories and levels.
- 2.2.3 creation and promotion of an enabling environment in which individuals or groups can excel in their respective sports disciplines.
- 2.2.4 encouragement of talent search and nurturing programs for respective sports.
- 2.2.5 encouragement of competitions in sports at different levels.
- 2.2.6 encouragement of sports for economic and commercial development..

2.3 *Traditional Sports*

Sports were part and parcel of traditional way of life of the Kenyan people. Children's games enhanced preparatory skills to adult life while youth sports enhanced warfare and work related skills. Many other sports activities such as dance and wrestling were intricately interwoven in the cultural fabric to foster social cohesion, communal responsibility and group survival.

To support this important role:

- 2.3.1 Efforts shall be made to preserve, uphold and modify where necessary traditional sports and dance.
- 2.3.2 Communities shall be encouraged to set aside open play grounds, social halls and recreational areas.

2.4 *Youth and Sports*

The youth form a significant part of the Kenyan population. This group is the most active in recreation and competitive sports. Through

participation in sports, the youth acquire values such as respect, discipline, hard work, social integration and teamwork.

Investment in youth sports therefore is essential, and should be accorded priority in the allocation of resources.

To promote sports for youth, the following shall be undertaken:-

- 2.4.1 Provision of resources for the development of sports in all learning institutions.
- 2.4.2 All sports disciplines shall formulate workable youth talent search and development programmes.
- 2.4.3 Specialized training programs shall be established for technical and administrative sports personnel.
- 2.4.4 Provision of sports facilities for all public and private institutions, housing estates, clubs and villages.
- 2.4.5 All sports organizations shall identify, and nurture talent at an early age.
- 2.4.6 All sports organizations shall safeguard against any form of exploitation and abuse of athletes.
- 2.4.7 Introduction of combative sports at the right age.
- 2.4.8 Close liaison between sports organizations, schools and other learning institutions to incorporate physical education and sports in their curricula.
- 2.4.9 Regular inspection of all learning institutions to ensure inclusion and enforcement of physical education and sport in their programs.
- 2.4.10 Encouragement of community participation and development of sports for the youth.

2.5 *Women and Sports*

The Government acknowledges the important role that women play in getting the nation to play. Equally important is gender parity and the right of women to participate in sports. To promote women participation; the following measures shall be undertaken:

- 2.5.1 Formulation of workable sports development programs for women.

- 2.5.2 Promotion of positive attitudes toward women in sports.
- 2.5.3 Use of role models to encourage women participation in sports and recreation
- 2.5.4 Removal of barriers to women participation in sports and recreation.
- 2.5.5 Organize regular training for technical and administrative sports staff.
- 2.5.6 Create more opportunities for women to coach and manage their own teams
- 2.5.7 Safeguard against exploitation and abuse of women in sports.
- 2.5.8 Enforce the recommended quota of women's participation in administration by international sports organizations.

2.6 *People with Disabilities and Sports*

Sports play an important role in the well being of people with impairments. In this regard the following measures shall be undertaken:

- 2.6.1 Integration of people with disabilities into mainstream sports.
- 2.6.2 Provision of user friendly sports facilities and equipment.
- 2.6.3 Training of special education teachers and technical personnel.
- 2.6.4 Encouraging people with disabilities to participate in sports administration and management.

2.7 *The Aged and Sports*

Physical activities and exercise play an important role in the lives of the aged. Sports prevent or reduce effects of degenerative diseases that affect them. In this regard the following measures shall be undertaken to:

- 2.7.1 Sensitize the aged on importance of having regular physical exercise.
- 2.7.2 Encourage the establishment of annual sports championships for veterans and senior citizens.
- 2.7.3 Establishment of veterans sports associations.
- 2.7.4 Make provision for sports and recreation facilities.
- 2.7.5 Encourage the participation of veterans and senior citizens as volunteers in sports programs.

2.8 *Private Sector and Sports*

The Government acknowledges that sports is a major industry and a meaningful contributor to the GDP. The private sector plays an important role in the development of sports and recreation by injecting vital resources into it. The private sector therefore shall be encouraged to:

- 2.8.1 sponsor sports activities from grassroots to national level.
- 2.8.2 provide sports facilities, goods and equipment.
- 2.8.3 use sports and athletes to market their products.
- 2.8.4 include sports activities in their programs for staff welfare.
- 2.8.5 invest in ownership and management of professional sports teams.

2.9 *Religion, Politics and Sports*

Sports, Religion, and Politics are related to the development of the country. Sports has been used to enhance the physical and spiritual well being of people. Similarly, many countries have used it to promote their nationhood and ideologies. Spiritual messages have also been passed to the people to rally them towards a common cause through sports. To promote this relationship, the following shall be done:

- 2.9.1 All stakeholders shall be encouraged to use politics and religion positively in sports development.
- 2.9.2 Religious organizations shall be encouraged to incorporate sports in their programs.
- 2.9.3 Political and religious organizations shall be encouraged to provide sports facilities, goods and equipment.

2.10 *Motivation in Sports*

With effective motivation, participation and performance in sports can be initiated, enhanced and sustained. To achieve the desired results various forms and levels of motivation are used. Towards this end the following modes of motivation for athletes, technical and administrative sports personnel shall be applied:

- 2.10.1 Verbal and non-verbal praise.
- 2.10.2 Public recognition.
- 2.10.3 Establishment of sports academies.
- 2.10.4 National ranking of athletes.

- 2.10.5 Award of certificates and /or medals.
- 2.10.6 Provision of cash and material prizes.
- 2.10.7 creation of artworks of sports personalities.
- 2.10.8 duty and tax exemptions on sports related materials.
- 2.10.9 construction of sports facilities.
- 2.10.10 Establishment of National sports Hall of Fame.
- 2.10.11 Job placement, appraisal and promotion of sports personnel where possible.
- 2.10.12 Provision of training opportunities, scholarships and bursaries to both athletes and sports personnel.
- 2.10.13 Release of athletes and sports officials for purposes of training and competition.
- 2.10.14 Award of State Honours.
- 2.10.15 Encouragement of individual sports organizations to establish their own award schemes.
- 2.10.16 Establishment of profiles of sports athletes.
- 2.10.17 Establishment of athlete-of-the-year award in all categories of sports.
- 2.10.18 Recognition of sponsors of sports activities.
- 2.10.19 Naming of streets, infrastructure and events in their honour.
- 2.10.20 Establishment of a contributory insurance and savings schemes.
- 2.10.21 Issuance of diplomatic passports.
- 2.10.22 Appointment as goodwill ambassadors.
- 2.10.23 Nomination to public offices.
- 2.10.24 Offer of competitive salaries, contracts, allowances and bonuses.

CHAPTER 3

OPPORTUNITIES AND STRATEGIES FOR SPORTS DEVELOPMENT

3.0 Sports provide various opportunities for the development of the country. In order to exploit these opportunities, the strategies to be adopted are outlined under the following subheadings:

- ◆ Employment and Economic Empowerment.
- ◆ Sports development plans.
- ◆ Investment in sports.
- ◆ Safety and security in sports.
- ◆ Sports science.
- ◆ Advocacy and education.

3.1 *Employment and Economic Empowerment*

The sports industry is an important source of employment and creation of wealth. In addition to construction of facilities and other professional services, sports provide wide range of opportunities for investment and income generation. Sports activities also provide direct job opportunities for players, coaches, administrators and other professionals. This opportunity shall be utilized by:

- 3.1.1 facilitating of both the public and private sectors to invest in sports.
- 3.1.2 re-investing sports earnings for its further development.
- 3.1.3 encouraging career development in sports.
- 3.1.4 encouraging local industries to produce sports goods and equipment.
- 3.1.5 initiating and promoting sports tourism.
- 3.1.6 maximizing high performance sports and increased participation.

3.2 *Sports Development Plans*

The Government recognizes the need for comprehensive sports development plans. An integrated development program shall be made for the success of sports programs. All sports organizations shall prepare strategic plans to guide their operations.

3.3 *Investment in Sports*

Sports has significantly contributed to the country's welfare and development. In recognition of this, the following strategies shall be adopted:

- 3.3.1 Increased funding for grassroots sports development programs.
- 3.3.2 Expansion and improvement of sports and recreational opportunities and facilities.
- 3.3.3 Provision of sports managerial and administrative and technical expertise.
- 3.3.4 Inclusion of sports in human resource development programs.
- 3.3.5 Establish partnership with private sector for the provision of sports facilities, equipments and training.
- 3.3.6 Encourage the provision of sports facilities to employees.

3.4 *Safety and Security in Sports*

Sports demand that safety and security are emphasized at all times. To facilitate this all stakeholders shall:

- 3.4.1 Encourage proper care and use of private and public sports facilities and equipment.
- 3.4.2 Promote general understanding and application of sports rules and regulations.
- 3.4.3 guide the public on safe use of sports facilities and equipment.
- 3.4.4 Provide of public guidelines on fire fighting, safety precautions and escape routes and disaster management.
- 3.4.5 Provide adequate medical and Para medical personnel.

- 3.4.6 Ensure effective law enforcement at sports events.
- 3.4.7 Provide insurance cover for sports facilities, equipments, officials, athletes and spectators.
- 3.4.8 Design sports facilities with safety, technical and user friendly considerations.

3.5 *Sports science*

Performance in sports is highly scientific and technical. To sustain and improve our performance, all stakeholders in sports shall ensure that:

- 3.5.1 proven scientific methods of training are followed.
- 3.5.2 there is professional management of sports injuries.
- 3.5.3 there is proper nutrition and dietary requirements for athletes.
- 3.5.4 all athletes understand the dangers of performance enhancing drugs.
- 3.5.5 there is credible and effective anti-doping program.
- 3.5.6 all sports organizations utilize the services of professionally trained technical and medical personnel.
- 3.5.7 there is no discrimination in sports on health grounds.
- 3.5.8 compliance with international bodies' health requirements.
- 3.5.9 the general public guards against selling of alcohol, tobacco and other harmful substances to youth.
- 3.5.10 promotion of good health and hygiene is observed.

3.6 *Advocacy and Education*

Advocacy and Education are important tools for creating awareness and disseminating information on vital issues in the society. In this respect, sports shall be used to:

- 3.6.1 disseminate information on national development and community perceptions .
- 3.6.2 Market tourism, trade and cultural heritage of our nation.
- 3.6.3 Promotion of national pride, cohesiveness, social integrations and fair play.
- 3.6.4 Foster international cooperation and goodwill.
- 3.6.5 Create awareness on environmental conservation.

CHAPTER 4

POLICY ISSUES ON SPORTS DEVELOPMENT

4.0 For sustainable sports development in the country, this policy framework addresses the following areas:

- ◆ Sports funding
- ◆ Sources of funding
- ◆ Tax Exemptions
- ◆ Financial management
- ◆ Sports facilities,
- ◆ Goods and equipment
- ◆ Sports marketing
- ◆ Athletes' career education and job placement
- ◆ National sports institute
- ◆ Legal framework

4.1 *Sports Funding*

The Government has supported sports development through the acquisition of land, construction of stadia, purchase of equipment and provision of funds for maintenance and running of sports. However, with the increased demand and participation in sports by Kenyans, the Government's resources have been stretched to the limit.

To enhance sports funding the following measures shall be put in place:

- 4.1.1 Establishment of a national sports trust fund.
- 4.1.2 Provision of funds for training of technical, professional and administrative personnel.
- 4.1.3 Provision of funds to teams participating in major events
- 4.1.4 Encouragement of fund- raising activities for sports development.
- 4.1.5 Encouragement of various stakeholders to fund sports projects and programmes.

4.2 Sources of Funding

4.2.1 The Government of Kenya shall:

- 4.2.1.1 allocate funds for sports development through the annual budget.
- 4.2.1.2 facilitate the establishment of a **National Sports Lottery**.
- 4.2.1.3 establish a **National Sports Trust Fund**.
- 4.2.1.4 encourage all local authorities to use part of the annual grants, revenue and levies collected for sports development within their jurisdictions.
- 4.2.1.5 encourage State Corporations to develop sports facilities for their use and that of the general public.
- 4.2.1.6 encourage postal corporation to print stamps by depicting Kenyan sports heroes.
- 4.2.1.7 encourage state corporations to sponsor teams and competitions.

4.2.2 National Sports Organizations shall:

- 4.2.2.1 charge membership and affiliation fees.
- 4.2.2.2 be encouraged to enter into contracts/ agreements/ endorsements with individual athletes, national and international organizations.
- 4.2.2.3 set aside a minimum of 2% of their total revenue for youth programs.
- 4.2.2.4 be encouraged to produce replica uniforms, badges, scarves and other memorabilia for sale.
- 4.2.2.5 be encouraged to form fund-raising committees and any other means to raise funds.
- 4.2.2.6 be encouraged to seek more grants from their respective international bodies.

4.2.3 Private Sector and individual stakeholders shall:

- 4.2.3.1 be encouraged to commit resources in sports development.
- 4.2.3.2 levy license fees to sports agents as determined by respective organization.

- 4.2.3.3 Advertising firms shall pay (an) agreed fee(s) to individual athlete, the relevant sports organizations and National Sports Trust Fund for use of athletes to market their product(s).
- 4.2.3.4 enter into contract with CCK and other stakeholders for the Sale of Television(TV) Rights.
- 4.2.3.5 enter into contracts/agreements/endorsements to raise funds.
- 4.2.3.6 pay membership/affiliation to clubs and sports organiza-tions.

4.3 *Tax Exemptions*

In order to recognize, reward and motivate athletes and sponsors the following measures shall be considered in consultation with Treasury:

- 4.3.1 Duty exemptions and tax rebates on sports earnings, prizes, and donations on a case-by-case basis.
- 4.3.2 Exemption from duty and all other forms of taxes on materials for construction of public sports facilities and purchase of equipment.
- 4.3.3 Tax rebates on sponsorship of sports teams, organizations and events.

4.4 *Financial Management*

Sports is a thriving industry and a lucrative source of income. To ensure transparency and accountability the following measures shall be put in place: -

- 4.4.1 The K.N.S.C. shall conduct periodic inspection of books of accounts of all its affiliates.
- 4.4.2 All sports organizations shall form active finance committees to manage their finances.
- 4.4.3 All sports organizations shall have qualified accounts personnel.
- 4.4.4 All sports organizations shall train their members of executive committees in financial management and maintenance of books of accounts.

- 4.4.5 All sports organizations shall open and maintain bank accounts and books of accounts, which shall be open to scrutiny by their members and K.N.S.C. upon demand.
- 4.4.6 All sports organizations shall present their audited accounts during their Annual General Meetings (AGM).
- 4.4.7 Failure to observe the measure outlined 4.4.5 and 4.4.6 shall lead to the KNSC instituting a probe into the financial management of the organization.

4.5 Sports Facilities

In order to enhance mass and elite participation in sports, diverse sports facilities of acceptable standards shall be developed in different parts of the country.

To achieve this, the following measures shall be undertaken by the stakeholders:

4.5.1 The Government

- 4.5.1.1 Facilitate development of sports facilities in rural and urban areas.
- 4.5.1.2 Set aside and gazette Land for the establishment of sports and recreational facilities.
- 4.5.1.3 Provide funds for the establishment and maintenance of sports and recreation facilities.

4.5.2 Local Authorities

- 4.5.2.1 Provide funds to establish and maintain adequate facilities in the rural and urban areas.
- 4.5.2.2 Encourage development partners to put up sports facilities.
- 4.5.2.3 Provide land for sports and recreation facilities in the rural and urban areas.
- 4.5.2.4 Ensure adequate sports and recreational facilities are included in their planning and establishment of educational institutions.

4.5.3 Schools, Colleges and Universities

- 4.5.3.1 Ensure adequate sports and recreational facilities are included in their planning and establishment.
- 4.5.3.2 Improve and expand the existing sports facilities.
- 4.5.3.3 Ensure optimal utilization of the existing sports facilities.
- 4.5.3.4 Extend the use of their facilities to the local community.

4.5.4 Private Sports Clubs

- 4.5.4.1 provide sports quality facilities to their members
- 4.5.4.2 Provide a variety of sports.
- 4.5.4.3 Admit non-members to use their facilities upon meeting set criteria.

4.5.5 Sports Organizations

- 4.5.5.1 Ensure that all sports facilities are within the standard requirements.
- 4.5.5.2 Ensure that equipment used is of standard specifications.
- 4.5.5.3 Liaise with international sports organizations for development of sports facilities.
- 4.5.5.4 Ensure that facilities are regularly utilised and well maintained.

4.6 Sports Goods and Equipment

Sports goods and equipment are necessary in facilitating increased participation in sports. However their high cost has been a major handicap in the development of sports. To address this issue, the following measures shall be undertaken:

- 4.6.1 Improvisation of equipment for mass sports.
- 4.6.2 Local manufacture of sports equipment.
- 4.6.3 Reduction of customs and excise duties on sports goods and equipment.
- 4.6.4 Encouragement of individuals, public and private sectors to donate sports goods and equipment to various sports organizations.

- 4.6.5 Tax exemption on sports goods and equipment donated from outside Kenya.
- 4.6.6 Ascertainment the quality of sports goods and equipment by the Kenya Bureau of Standards (KEBS).

4.7 *Sports Marketing*

As an industry, sports require aggressive publicity and marketing. The mass media plays an important role in this. To enhance the role of the media, stakeholders shall:

- 4.7.1 Build partnership with the mass media agents to market sports.
- 4.7.2 Provide incentives for sports marketing.
- 4.7.3 Maximize utilization of the media to promote interest and participation in sports
- 4.7.4 Provide innovative services to assist sports organizations to achieve targets in high performance and increased participation.
- 4.7.5 Recognize the role played by sponsors in the promotion of sports.
- 4.7.6 Recognize sports publicity and advertising as complementary industries.
- 4.7.7 Encourage regular publication of sports information materials.
- 4.7.8 Use of public fora to market sports.

4.8 *Athletes' Career, Education and Job Placement*

Sports contribute to the individual's physical, social and intellectual development. It is imperative; therefore, that all athletes maintain supervised and regulated sports programmes to ensure long athletic life, career development and sound investment. To ensure that there is acquisition of quality education and sports career development, stakeholders shall:

- 4.8.1 Collaborate with other stakeholders to ensure that the young athletes do not drop out of school in favour of short-term gains from sports assignments.
- 4.8.2 Encourage the provision of scholarships to talented athletes.
- 4.8.3 Encourage relevant job placement
- 4.8.4 Recognize the achievement of athletes and sports administrators.
- 4.8.5 Facilitate the youth to continue with their studies before, during and after competitions.
- 4.8.6 Ensure that Physical Education is taught at all levels in our learning institutions
- 4.8.7 Ensure that sports and games are emphasized in programmes of all institutions of learning.
- 4.8.8 Encourage the establishment of Talent Development Centres in the country.

4.9 *Professional Sports*

Professional sports play an important role in talent and career development of athletes. It provides an avenue for excellence in performance and economic empowerment.

To exploit this, stakeholders shall:

- 4.9.1 Develop programmes for talent search, nurturing and refinement of professional athletes.
- 4.9.2 Encourage professional sports leagues and competitions.
- 4.9.3 Provide highly qualified technical and administrative personnel.
- 4.9.4 Provide standard sports facilities and equipment.
- 4.9.5 encourage athletes to seek guidance before entering into contract with professional clubs.

4.10 *National Sports Institute*

There is need for research, improved training and use of modern technology in sports. Since sports organizations may not easily access the

latest research and training information, the Government shall establish a National Sports Institute. Its mandate shall be to provide training, research and consultancy services in sports.

4.10.1 Vision

Be a leading institution in sports training and capacity building in the country.

4.10.2 Mission

To co-ordinate training, conduct research and maintain a resource centre for sports development.

4.10.3 Core Functions

- 4.10.3.1 Organize and co-ordinate sports courses, for technical and sports administration personnel.
- 4.10.3.2 Identify, nurture and develop talent in sports.
- 4.10.3.3 To award certificates and licenses to athletes, technical and sports administration personnel in conjunction with the relevant national and international sports organizations.
- 4.10.3.4 Monitor and evaluate sports performance in the country.
- 4.10.3.5 Work with institutions of higher learning, national sports organizations and other stakeholders, to promote research in the development of talent.
- 4.10.3.6 Keep abreast with, document and disseminate the latest information in sports.
- 4.10.3.7 Maintain an up-to-date centralized documentation/ resource centre for sports
- 4.10.3.8 Develop information services and products for clients.
- 4.10.3.9 Receive and analyze data on training requirements from all sports organisations.
- 4.10.3.10 Co-ordinate activities of sports anti-doping centre.
- 4.10.3.11 Develop sports marketing strategies.
- 4.10.3.12 Link with other institutions and organizations for regular update on the current sports trends.

- 4.10.3.13 Collect, process, store and disseminate historical sports to the public, sports organizations, researchers and institutions of learning.
- 4.10.3.14 perform any other duty that may directly or indirectly contribute to the attainment of the foregoing.

4.10.4 Expectations

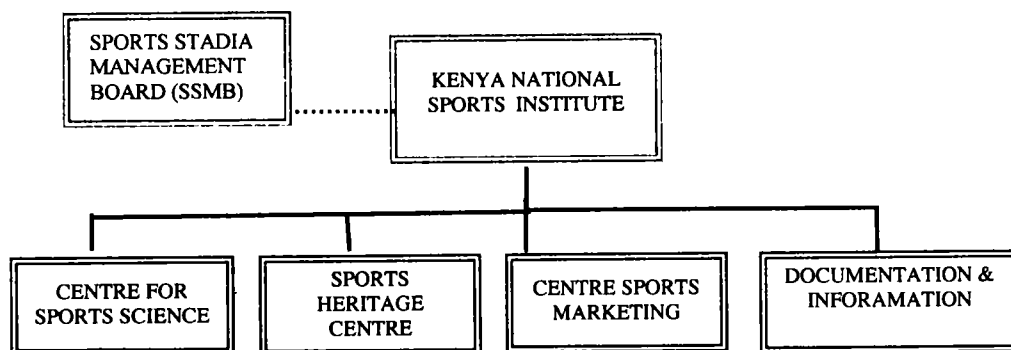
- 4.10.4.1 Increased number of technical and sports administrators' personnel.
- 4.10.4.2 Improved performance by Kenyan athletes.
- 4.10.4.3 Dissemination of researched information.
- 4.10.4.4 Increased access to sports related information and up date documentation.
- 4.10.4.5 Serve as a Sports Heritage Centre.
- 4.10.4.6 Increased awareness of sports in the society.
- 4.10.4.7 Increased sponsorship for sports.
- 4.10.4.8 Creation of awareness on healthy living.

4.10.5 Organizational of Structure

The Institute is made of the following units: -

- ◆ Centre for Sports Science.
- ◆ Centre for Documentation and Information.
- ◆ Centre for Sports Marketing.
- ◆ Sports Heritage Centre.

4.10.6 KNSI Organogram



4.10.6.1 Centre for Sports Science shall :

- 4.10.6.1.1 Offer courses for athletes, technical and administrative personnel.
- 4.10.6.1.2 Set up a drug testing and anti - doping unit.
- 4.10.6.1.3 draw up programs for searching, nurturing and developing talent.
- 4.10.6.1.4 Monitor and evaluate sports performance in the country.
- 4.10.6.1.5 conduct research in liaison with other institutions and organizations.
- 4.10.6.1.6 Write proposals and formulate strategies for continuous improvement of sports in the country.

4.10.6.2 Centre for Documentation and Information shall:

- 4.10.6.2.1 establish a library and a multi-purpose information centre for sports.
- 4.10.6.2.2 maintain an up-to-date centralized documentation centre.
- 4.10.6.2.3 receive, analyze and develop databases on training information and technology.

4.10.6.3 Centre for Sports Marketing shall:

- 4.10.6.3.1 develop marketing strategies.
- 4.10.6.3.2 identify sources of funding and seek for Sponsorship.
- 4.10.6.3.3 formulate programs for athletes' career development, education and job placement.
- 4.10.6.3.4 link up with up institutions and organizations on current marketing trends.

4.10.6.4 Sports heritage centre shall:

- 4.10.6.4.1 serve as a sports museum.
- 4.10.6.4.2 establish a sports Hall of Fame.
- 4.10.6.4.3 process and store sports historical information for dissemination to the public.
- 4.10.6.4.4 retrieve and preserve sports artefacts.
- 4.10.6.4.5 serve as a reference pool.

4.11 Legal Framework

Sports require legal guidelines relating to the registration, affiliations, disciplines and resolutions of disputes.

4.11.1 Registration and Affiliation

All sports organizations shall:

- 4.11.1.1 submit their constitutions for approval by KNSC before registration by the registrar of societies.
- 4.11.1.2 affiliate to the K. N. S. C.
- 4.11.1.3 seek to affiliate to their regional, zonal, continental and world sports bodies.
- 4.11.1.4 have a registered office.
- 4.11.1.5 submit their election returns to KNSC within seven days.
- 4.11.1.6 submit their audited accounts to KNSC annually.

4.11.2 Arbitration in Sports

- 4.11.2.1 All sports organizations shall adopt arbitration in disputes resolution.

- 4.11.2.2 The KNSC shall appoint an independent Arbitration Panel that shall be the final authoritative organ in resolving disputes from sports organizations.
- 4.11.2.3 The KNSC Arbitration Panel shall resolve any disputes brought before it not later than three months from the date of submission.

4.11.3 Code of Conduct for Sports People

All athletes and officials representing the country on regional and international sports assignments shall be required to abide by the provisions of the Kenya Public Servants

Code of Conduct and Ethics Act (2003) the Code of Conduct for Sports people (revised 2004).

4.11.4 Eligibility to hold an elective office in a sports organization

For one to contest or hold an office in a sports organization, he/she shall:

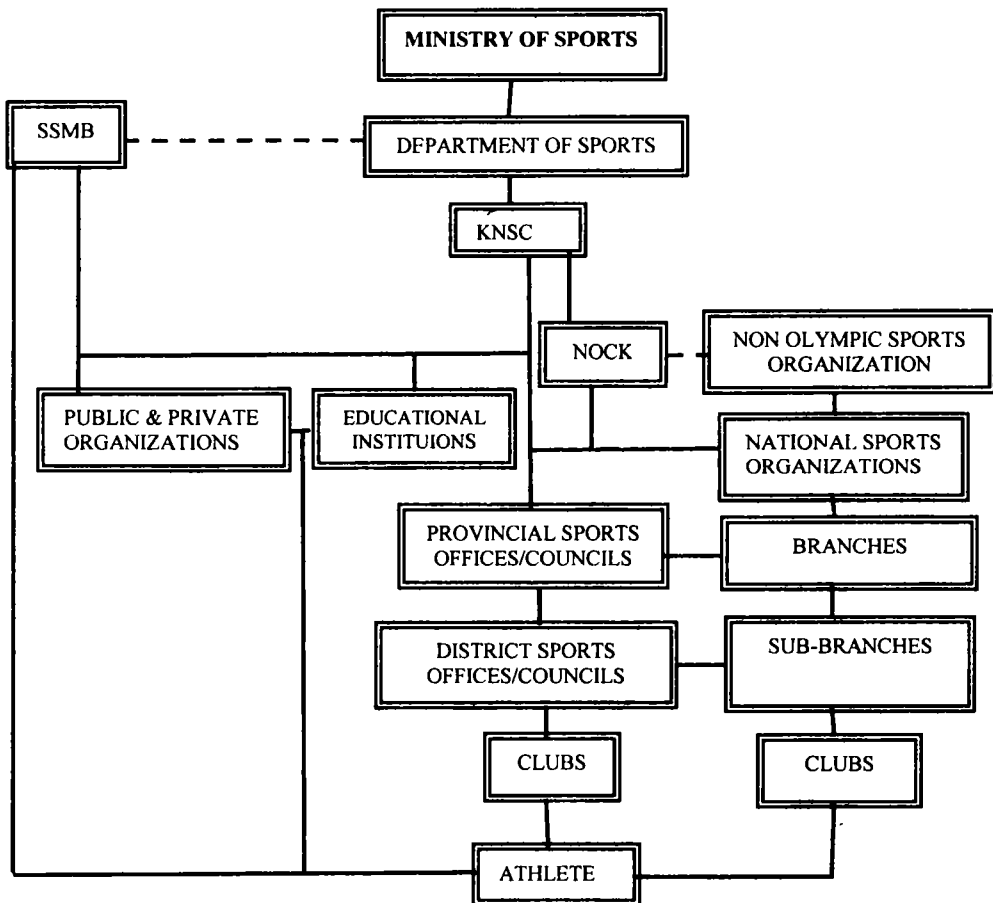
- 4.11.4.1 have demonstrated interest in the sport.
- 4.11.4.2 have demonstrated maturity and integrity.
- 4.11.4.3 have no past criminal record.
- 4.11.4.4 Fulfil conditions set by an independent electoral commission of the KNSC.
- 4.11.4.5 not be an official of more than one sports organization in Kenya in the position of Chairman, Secretary or Treasurer.
- 4.11.4.6 not have been declared bankrupt.
- 4.11.4.7 must be of sound mind.

CHAPTER 5

POLICY IMPLEMENTATION

5.0 The overall responsibility for policy formulation lies with the Ministry in charge of sports through the department of sports. However, policy implementation, monitoring and evaluation process shall be a collaborative effort of all stakeholders.

5.1 Department of Sports Organogram



5.2 Department of Sports

The Department of Sports was established through a Presidential Decree in 1987 and came into being in 1988. It is charged with the responsibility of developing and promoting sports and recreational activities in the country. It provides technical advice to the Government on all matters relating to sports and recreation.

5.2.1 Vision

Be the leader in the promotion of sports for all.

5.2.2 Mission

To mobilize, sensitise, and provide direction for Kenyans to participate in sports for recreation, good health, competition, career development and as an industry.

5.2.3 Objectives

- 5.2.2.1 Promote fair play in sports.
- 5.2.2.2 Educate Kenyans on the importance of sports.
- 5.2.2.3 encourage participation in sports.
- 5.2.2.4 Facilitate the development of sports facilities and provision of equipment.
- 5.2.2.5 Encourage regular hosting of international competitions and promote sports tourism.
- 5.2.2.6 Encourage initiation and registration of new sporting initiatives.

5.2.3 Functional roles

- 5.2.3.1 plan, formulate and implement sports and recreation policies.
- 5.2.3.2 mobilize and encourage Kenyan people to participate in sports.
- 5.2.3.3 develop and regulate all forms of sports and recreation.
- 5.2.3.4 recommend to the Treasury on tax rebates and waivers on donated sports goods, equipment and prizes.
- 5.2.3.5 work together with individuals and sports organizations in the search, identification and development of sports talent.

- 5.2.3.6 vet the officials who constitute the management committees to the international competitions in multi-disciplinary events.
 - 5.2.3.7 encourage and facilitate active participation of Kenyans in regional, continental and international fora including aspiring for administrative positions.
 - 5.2.3.8 collaborate with local authorities, schools, and other stakeholders concerned with sports and recreation in the provision of technical training, facilities and equipment.
 - 5.2.3.9 create awareness through sports activities on matters of national interest.
 - 5.2.3.10 encourage athletes to engage in professional sports.
 - 5.2.3.11 encourage elite athletes to invest their earnings wisely.
 - 5.2.3.12 inculcate the sense of patriotism and national pride through sports.
 - 5.2.3.13 liaise with the KNSC in the disbursement of funds from the National Sports Trust fund.
 - 5.2.3.14 promote good governance, transparency and accountability in sports organizations.
 - 5.2.3.15 create awareness of the benefits of healthy living.
 - 5.2.3.16 liaise with any other agencies and individuals concerned with the promotion of sports.
 - 5.2.3.17 coordinate transfer of local athletes to foreign clubs.
 - 5.2.3.18 perform any other duty that may directly or indirectly contribute to the attainment of the foregoing.
- 5.2.4 Expectations**
- 5.2.4.1 increased participation in sports and recreation.
 - 5.2.4.2 improved performance by Kenyan athletes at all levels.
 - 5.2.4.3 inculcation of honesty and fair play through sports.
 - 5.2.4.4 creation of unity and cohesion among Kenyans.
 - 5.2.4.5 harnessed capital for investment.
 - 5.2.4.6 reduced medical bill.
 - 5.2.4.7 reduced crime rate.
 - 5.2.4.8 proper utilization of leisure time.
 - 5.2.4.9 a more patriotic citizenry.

5.3 The Kenya National Sports Council

The Kenya National Sports Council was formed in 1966 under the Society's Act (cap 108) of the Laws of Kenya as an umbrella body to coordinate and harmonize the activities of sports organizations in the country. It is a link between sports organizations and the Government.

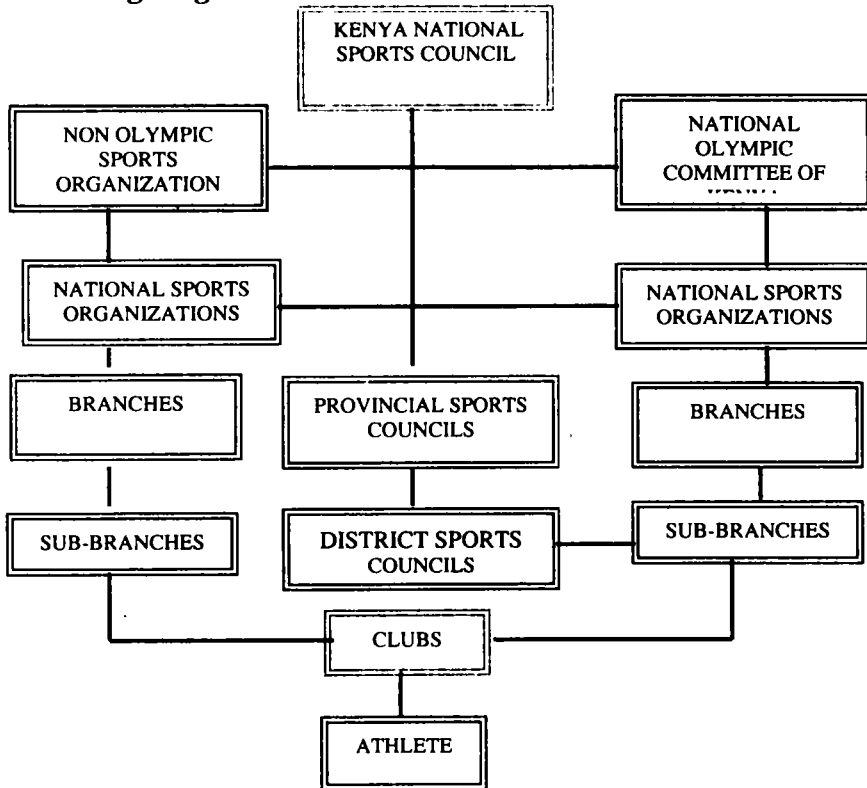
5.3.1 Vision

Attain harmony and excellence in the management of sports organizations in Kenya.

5.3.2 Mission

To coordinate, supervise and provide advisory services to the government and sports organizations in order to ensure proper management.

KNSC Organogram



5.3.3 Objectives

- 5.3.3.1 Ensure orderly and transparent management of all sports organizations.
- 5.3.3.2 Ensure just and timely resolutions to sports disputes and conflicts.
- 5.3.3.3 Facilitate local and international participation in sports by all affiliates.
- 5.3.3.4 Solicit for financial, technical and material support for the affiliates both locally and internationally.
- 5.3.3.5 Liaise closely with relevant government agencies.

5.3.4 Functional roles

- 5.3.4.1 be an advisory body to the Government on matters concerning sports
- 5.3.4.2 co-ordinate and monitor funding and utilization of resources by sports organizations
- 5.3.4.3 ensure good governance and accountability in sports organizations
- 5.3.4.4 monitor operations and activities of sports organizations to ensure that they are in conformity with their own constitutions
- 5.3.4.5 establish an independent sports Electoral Commission
- 5.3.4.6 facilitate the establishment of functional Provincial and District sports Councils
- 5.3.4.7 ensure transparent, democratic, free and fair elections in sports organizations
- 5.3.4.8 ensure proper management, accounting and auditing of funds in sports organizations
- 5.3.4.9 ensure discipline among officials and athletes
- 5.3.4.10 recommend registration and certification of sports organizations to the Registrar of Societies
- 5.3.4.11 arbitrate over disputes within, and/or between sports organizations.
- 5.3.4.12 co-ordinate and make recommendations on financial requests from sports organizations to the government.
- 5.3.4.13 disburse funds to the sports organizations.

- 5.3.4.14 raise funds on its own or jointly with other stakeholders for sports development.
- 5.3.4.15 advise on the use of national colours in national and international competitions.
- 5.3.4.16 affiliate to the Supreme Council for Sports in Africa (SCSA).
- 5.3.4.17 prepare teams and ensure their participation in international championships.
- 5.3.4.18 facilitate participation of Kenyan teams in various international events and hosting of similar events in the country.
- 5.3.4.19 recommend to the Department of Sports tax rebates and exemptions on sports donations, prizes, goods and equipment.
- 5.3.4.20 co-ordinate clearance of foreign technical personnel before engagement by sports organizations.
- 5.3.4.21 sanction foreign athletes who choose to train in the country or play for local clubs.
- 5.3.4.22 facilitate and license sports agents.
- 5.3.4.23 facilitate issuance of visas, passports, and other travel documents to athletes and officials.
- 5.3.4.24 create awareness of the benefits of healthy living.
- 5.3.4.25 provide for mementos for Kenyan teams to exchange with others.
- 5.3.4.26 facilitate arbitration through the Independent Arbitration Panel.
- 5.3.4.27 perform any other duty that may directly or indirectly contribute to the attainment of the foregoing.

5.4 *Sports Stadia Management Board (S.S.M.B)*

The Sports Stadia Management Board was established through the Kenya Gazette Legal Notice No. 180 of 15th November 2002 under the State Corporations Act (Cap 446) of the Laws of Kenya. It is entrusted with the effective and efficient management of Government stadia. It shall also safeguard and maintain all Government sports assets therein.

5.4.1 Vision

Be the preferred sports and recreational host in the region.

5.4.2 Mission

To Develop and maintain facilities of choice for hosting sports, recreation and training activities in the most secure and conducive environment.

5.4.3 Objectives

- 5.4.3.1 Effective and efficient management and maintenance of sports facilities.
- 5.4.3.2 Proper marketing and maximum utilization of sports facilities.
- 5.4.3.3 Determination of competitive charges for the use of sports facilities in Kenya.
- 5.4.3.4 Collection of fees accruing from sports facilities.
- 5.4.3.5 Liaising with local authorities, companies and individuals for timely and efficient service delivery.
- 5.4.3.6 Planning and expanding existing facilities and development of new ones.
- 5.4.3.7 Up to date staff training to ensure efficient and effective service delivery.
- 5.4.3.8 Introduction of innovative ways of raising revenue through the use of existing and newly developed facilities to ensure self-generation of funds.
- 5.4.3.9 Liaising with the local authorities in the development, management and utilization of their sports facilities.

5.4.4 Functional roles:

- 5.4.4.1 manage and maintain sports facilities more effectively and efficiently.
- 5.4.4.2 market the sports facilities and maximize their utilization by Kenyans.
- 5.4.4.3 determine competitive charges for the use of the facilities.
- 5.4.4.4 collect fees and charges as income.

- 5.4.4.5 liaise with local authorities and companies for timely and efficient service delivery.
- 5.4.4.6 manage funds allocated to the Board by the Government.
- 5.4.4.7 account for receipts of all the sporting facilities.
- 5.4.4.8 programme and schedule annual usage of the sports facilities and development of new ones.
- 5.4.4.9 hire professionally qualified staff.
- 5.4.4.10 raise its own funds to sustain its activities and operations.
- 5.4.4.11 perform any other duty that may directly or indirectly contribute to the attainment of the foregoing.

5.5 *Management of Sports Organizations*

All sports organizations shall: -

- 5.5.1 adhere to a four-year term of office for elected officials.
- 5.5.2 adhere to a maximum of two four-year terms served consecutively in the same capacity by Executive Committee members.
- 5.5.3 ensure that at the national level no elected official holds any of the three key positions of Chairman, Secretary and Treasurer in more than one sports organization.
- 5.5.4 ensure that elected officials relinquish the lower position upon ascendancy to a higher position in the same organization.
- 5.5.5 ensure that officials elected to **KNSC** or **NOCK** relinquish their positions in their respective organizations.
- 5.5.6 have **only** Kenyan citizens elected as Chairman, Secretary and Treasurer at the national level.
- 5.5.7 have constitutions, that promote harmony in sports.
- 5.5.8 have their elections supervised by the Kenya National Sports Council.
- 5.5.9 hold their Annual General Meetings (AGM) not later than 31st March of every year.
- 5.5.10 ensure gender parity in their Executive Committees.
- 5.5.11 discourage socio-cultural practices and beliefs that impact negatively on involvement and performance in sports.
- 5.5.12 avoid public utterances, publications or behaviours which may bring sport into disrepute.

- 5.5.13 promote the spirit of professionalism in sport.
- 5.5.14 provide monetary/material rewards commensurate to the level of competition from grassroots to international levels.
- 5.5.15 seek approval from the KNSC to host international events or send a team outside the country.
- 5.5.16 ensure use of fair criteria in the selection of the national teams representing the country.
- 5.5.17 provide insurance cover for athletes and officials representing the country.
- 5.5.18 forbid use of prohibited substances or methods that enhance performance.
- 5.5.19 support the twinning with their counterparts worldwide.
- 5.5.20 establishment of sports exchange programs.
- 5.5.21 promote sports tourism.
- 5.5.22 recognize and co-opt Kenyan officials who are members of the international sports bodies as ex-officials in their executive committees where necessary.
- 5.5.23 ensure that sovereignty, integrity and interest of the nation comes first at all times. allow the decision of the KNSC Arbitration Panel to prevail in case of disputes arising.
- 5.5.24 Submit to the KNSC their respective international constitutions and Memoranda of Associations.

5.6 *Inter-sectoral Collaboration*

The Ministry in-charge of sports shall work closely with other Government Ministries and stakeholders to develop sports in Kenya. This shall be by:

- 5.6.1 regular dissemination of sports information.
- 5.6.2 provision of land, funds, staff, and of sports facilities.
- 5.6.3 emphasizing and enforcing physical education and games in learning institutions.
- 5.6.4 collaborating with training institutions in the country to train sports administrators, technical and medical personnel.
- 5.6.5 encouraging elite athletes to be goodwill ambassadors.
- 5.6.6 encouraging sports tourism in the country.
- 5.6.7 encouraging elite athletes to invest income wisely.

- 5.6.8 enhancing collaboration with sports organizations through the K.N.S.C.
- 5.6.9 regulating safety of the facilities and equipment.
- 5.6.10 setting standard qualifications for technical personnel and sports administrators.
- 5.6.11 collaborating with research institutions and institutions of higher learning in the development of sports.
- 5.6.12 encouraging greater involvement and participation in professional sports.
- 5.6.13 encouraging the provision of fitness facilities in places of work for use by employees.
- 5.6.14 setting aside a National Sports Day.
- 5.6.15 liaising with the local and international professional sports organizations.
- 5.6.16 establishing fitness standards of the people of Kenya.
- 5.6.17 providing logistic support for sports development.
- 5.6.18 establishing a database for all athletes and persons involved in the management of sports in Kenya.

ANNEX 1:

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